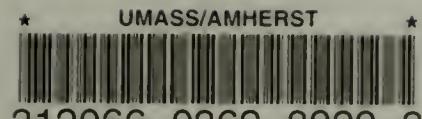


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Performance Recognition
September 27, 2000



The Commonwealth of Massachusetts



Performance Recognition

Awards GOVERNMENT DOCUMENTS
COLLECTION

JAN 19 2001

September 27, 2000 University of Massachusetts
Depository Copy

Governor's Special Achievement Award

Eugene H. Rooney, Jr. Public Service Award

Commonwealth of Massachusetts Citation for Outstanding Performance

Manuel Carballo Governor's Award for Excellence in Public Service

Annual Awards Dinner Program

Master of Ceremonies

James J. Hartnett, Jr.
Personnel Administrator
Human Resources Division

Congratulations

Secretary of Administration and Finance
Stephen P. Crosby
Senator Brian Joyce
Representative Paul Casey
Lieutenant Governor Jane Swift

Keynote Address

Governor Argeo Paul Cellucci

Musical Entertainment

Ray Cavicchio Orchestra, Vivian Male Ensemble,
Lieutenant Kevin Maloney of the Worcester Fire
Department, Massachusetts State Police Pipes and
Drums, Metropolitan District Commission Band,
Gordon Michaels, and featuring:
Herb Reed and the Platters.



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT

STATE HOUSE • BOSTON 02133

(617) 727-3600

AR GEO PAUL CELLUCCI
GOVERNOR

JANE SWIFT
LIEUTENANT GOVERNOR

September 2000

Dear Award Winner:

We are pleased to have this opportunity to acknowledge your exceptional achievements at the seventeenth annual Performance Recognition Program Awards Dinner.

As we look toward the future, exemplary public employees will continue to be one of the Commonwealth's most valuable assets. More than ever, your creativity, leadership and dedication will be the keys to our success. We hope that you will continue to feel the satisfaction and pride that comes from knowing that your work positively affects the lives of so many of your fellow citizens.

To recognize excellence in public service, four different awards will be given tonight. The awards are:

- *The Eugene H. Rooney, Jr. Public Service Award* given to employees who have made a meaningful contribution in the area of human resource development and training;
- *The Commonwealth of Massachusetts Citation for Outstanding Performance* presented to honor the special accomplishments of Executive Branch employees;
- *The Manuel Carballo Governor's Award for Excellence in Public Service* bestowed on ten individuals, or groups of employees, who have demonstrated outstanding leadership, innovation, and creativity; and
- *The Governor's Special Achievement Award* conferred upon employees who have made a significant impact on the quality of life of the citizens of this Commonwealth.

We extend our congratulations to those honored tonight, and we thank all of the dedicated public employees who meet their daily challenges with commitment, pride, and enthusiasm.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Cellucci".

Argeo Paul Cellucci

A handwritten signature in black ink, appearing to read "Jane Swift".

Jane Swift



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE FOR
ADMINISTRATION AND FINANCE
STATE HOUSE • ROOM 373
BOSTON, MA 02133

ARGEOPAUL CELLUCCI
GOVERNOR

JANE SWIFT
LIEUTENANT GOVERNOR

STEPHEN P. CROSBY
SECRETARY

TEL: (617) 727-2040
FAX: (617) 727-2779

September 27, 2000

Dear Fellow Employee:

The Commonwealth's Performance Recognition Program provides all of us with an opportunity to express our gratitude to those colleagues who have demonstrated exceptional performance.

Tonight's program is dedicated to those public employees who have worked hard to make a difference in Massachusetts. It is a privilege to present awards to these exceptional public servants. They have demonstrated a commitment to do their very best for the citizens of the Commonwealth each and every day.

It is important for us to gather here to celebrate their accomplishments and to rededicate ourselves to providing quality services to the people of Massachusetts.

Congratulations to all the award winners. I am pleased to offer my thanks for a job well done.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen P. Crosby".

Stephen P. Crosby
Secretary



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE
HUMAN RESOURCES DIVISION
ONE ASHBURTON PLACE, BOSTON, MA 02108

ARGEO PAUL CELLUCCI
Governor

JANE SWIFT
Lieutenant Governor

STEPHEN P. CROSBY
Secretary

JAMES J. HARTNETT, JR.
Personnel Administrator

September 27, 2000

Dear Colleagues and Guests:

It is an honor and privilege to welcome you to the seventeenth annual Performance Recognition Program Awards Dinner. As in years past, the Human Resources Division is proud to host this very important event, which pays tribute to our Commonwealth's highest achievers. My staff has worked diligently with representatives of state agencies, counties, and municipalities to make this evening successful. I would like to express my genuine appreciation to everyone who has worked so hard on tonight's program. In particular, I would like to recognize the following agencies and individuals for their efforts:

- Operational Services Division's Central Reprographics Unit for their assistance in printing the Program Booklet for this evening's event;
- Massachusetts Bay Transportation Authority's Marketing Communications Transportation Creative Services Group for the artistic design and photography of our Performance Recognition Program Year 2001 Calendar and Program Booklet;
- Massachusetts Commission for the Blind's Ferguson Industries for their engraving and assistance in assembling the awards; and
- Cabinet Secretaries; State, County, and Municipal Agency Heads; Agency Performance Recognition Program Coordinators and my staff at the Human Resources Division for providing the leadership and support that are critical to this program's success.

Congratulations to this year's award winners and to all those who were nominated. We applaud your dedication and allegiance. Your accomplishments are an inspiration and motivate us to strive for better and improved ways to serve the citizens of this Commonwealth.

Sincerely,

James J. Hartnett, Jr.
Personnel Administrator

The Commonwealth of Massachusetts



A Proclamation

By His Excellency

GOVERNOR ARGEO PAUL CELLUCCI

2000

WHEREAS: The Massachusetts Performance Recognition Program was established to encourage and reward the exemplary performances of state and local employees; and

WHEREAS: For the past seventeen years, the Massachusetts Performance Recognition Program has served to underscore excellence in state and local government; and

WHEREAS: The Massachusetts Performance Recognition Program encourages talented state and local workers to excel, and is a model program for other states across the nation; and

WHEREAS: On September 27th, 2000, the Massachusetts Performance Recognition Program will host its annual awards dinner and honor the recipients of the Manuel Carballo Governor's Award for Excellence in Public Service, the Eugene H. Rooney, Jr. Public Service Award, and the recipients of Commonwealth of Massachusetts citations for outstanding performance;

NOW, THEREFORE, I, ARGEO PAUL CELLUCCI, Governor of the Commonwealth of Massachusetts, do hereby proclaim September 27th, 2000 to be

PERFORMANCE RECOGNITION DAY IN MASSACHUSETTS

and urge all the citizens of the Commonwealth to take cognizance of this event and participate fittingly in its observance.

Given at the Executive Chamber in Boston, this twenty-fifth day of August, in the year of our Lord two thousand, and of the Independence of the United States of America, the two hundred and twenty-fifth

A handwritten signature in cursive script, appearing to read "Argo Paul Cellucci".

By His Excellency the Governor

ARGEO PAUL CELLUCCI

A handwritten signature in cursive script, appearing to read "William F. Galvin".

WILLIAM F. GALVIN
Secretary of the Commonwealth

GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS



The Massachusetts State Senate



Resolutions

COMMEMORATING THE OBSERVANCE OF "PERFORMANCE RECOGNITION DAY".

WHEREAS, HIS EXCELLENCE, GOVERNOR ARGEO PAUL CELLUCCI, HAS DECLARED SEPTEMBER 27, 2000 AS "PERFORMANCE RECOGNITION DAY" TO THANK ALL STATE AND LOCAL EMPLOYEES FOR THEIR UNPARALLELED DEDICATION AND COMMITMENT TO PUBLIC SERVICE; AND

WHEREAS, THE PERFORMANCE RECOGNITION PROGRAM WAS ESTABLISHED TO ENCOURAGE AND REWARD EXEMPLARY PUBLIC SERVICE IN AN EFFORT TO FOSTER AMICABLE RELATIONS BETWEEN STATE AND LOCAL EMPLOYEES AND THE GENERAL PUBLIC; AND

WHEREAS, ANNUALLY, TEN PERSONS ARE SELECTED TO RECEIVE THE MANUAL CARBALLO GOVERNOR'S AWARD FOR EXCELLENCE IN RECOGNITION OF THEIR OUTSTANDING PERFORMANCE ON BEHALF OF THE COMMONWEALTH AND ITS CITIES AND TOWNS; AND

WHEREAS, THE RECEIPT OF THE MANUAL CARBALLO GOVERNOR'S AWARD IS PRESENTED TO AN EMPLOYEE OF THE COMMONWEALTH IN RECOGNITION OF DEDICATED AND DISTINGUISHED SERVICE AND THE AWARD SERVES TO INSPIRE OTHERS WHO CONTINUOUSLY DISPLAY A GREAT CAPACITY FOR WORK AND UNCEASING ENERGY IN THE DISCHARGE OF THEIR OFFICIAL DUTIES IN THE PUBLIC SECTOR; AND

WHEREAS, IN RECOGNITION OF THE HONORABLE AND EFFICIENT SERVICE OF THIS YEAR'S RECIPIENTS OF THE MANUAL CARBALLO GOVERNOR'S AWARD FOR EXCELLENCE, WINNERS OF THE COMMONWEALTH OF MASSACHUSETTS CITATION FOR OUTSTANDING PERFORMANCE AND THE RECIPIENTS OF THE EUGENE H. ROONEY, JR. PUBLIC SERVICE AWARD, A TESTIMONIAL WILL BE HELD ON SEPTEMBER 27, 2000 TO COMMEND THOSE STATE AND LOCAL EMPLOYEES WHO, BY THEIR LOYAL AND INDUSTRIOUS SERVICE, HAVE BROUGHT GREAT HONOR TO THEMSELVES AND TO THE COMMONWEALTH; NOW THEREFORE BE IT

RESOLVED, THAT THE MASSACHUSETTS SENATE JOINS WITH HIS EXCELLENCE, GOVERNOR ARGEO PAUL CELLUCCI, IN COMMENDING ALL STATE AND LOCAL EMPLOYEES ON "PERFORMANCE RECOGNITION DAY" AND ESPECIALLY RECOGNIZING THE DISTINGUISHED SERVICE OF THE RECIPIENTS OF THE MANUAL CARBALLO GOVERNOR'S AWARD FOR EXCELLENCE IN THE YEAR 2000; AND BE IT FURTHER

RESOLVED, THAT A COPY OF THESE RESOLUTIONS BE TRANSMITTED FORTHWITH BY THE CLERK OF THE SENATE TO WILLIAM FRANCIS GALVIN, SECRETARY OF THE COMMONWEALTH AND TO THE MEMBERS OF THE PERFORMANCE RECOGNITION PROGRAM.

SENATE ADOPTED, JULY 13, 2000.

PRESIDENT OF THE SENATE

CLERK OF THE SENATE

OFFERED BY:

THOMAS F. BIRMINGHAM
PRESIDENT OF THE SENATE



Massachusetts House of Representatives



Resolutions

COMMENDING ALL STATE EMPLOYEES ON THE OCCASION OF
"PERFORMANCE RECOGNITION DAY".

WHEREAS, THE MASSACHUSETTS PERFORMANCE RECOGNITION PROGRAM WAS ESTABLISHED TO ENCOURAGE AND REWARD EXEMPLARY PERFORMANCE OF STATE EMPLOYEES; AND

WHEREAS, THE MASSACHUSETTS PERFORMANCE RECOGNITION PROGRAM HAS FUNCTIONED SUCCESSFULLY THE PAST 17 YEARS WITHIN ALL STATE AGENCIES AND FOCUSED ATTENTION ON THE DEGREE TO WHICH EXCELLENCE EXISTS IN MASSACHUSETTS STATE GOVERNMENT; AND

WHEREAS, THE PERFORMANCE RECOGNITION PROGRAM ENCOURAGES TALENTED PEOPLE WITHIN THE STATE GOVERNMENT TO CONTINUE TO EXCEL AND IS A MODEL FOR OTHER STATES AND MUNICIPALITIES TO ENCOURAGE SUPERIOR PERFORMANCE BY PUBLIC EMPLOYEES; AND

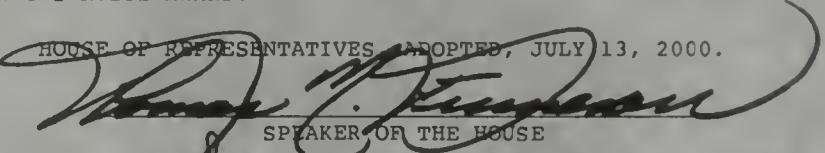
WHEREAS, THIS YEAR'S AWARDS DINNER ON SEPTEMBER 27, 2000, WILL HONOR THE RECIPIENTS OF THE MANUEL CARBALLO GOVERNOR'S AWARD FOR EXCELLENCE IN PUBLIC SERVICE, THE WINNERS OF THE COMMONWEALTH OF MASSACHUSETTS CITATION FOR OUTSTANDING PERFORMANCE, AND THE RECIPIENTS OF THE EUGENE H. ROONEY, JR., PUBLIC SERVICE AWARD; AND

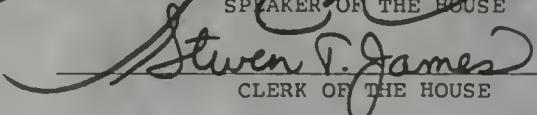
WHEREAS, SPEAKER OF THE HOUSE OF REPRESENTATIVES THOMAS M. FINNERAN WILL JOIN WITH THE AGENCY HEADS AND OTHER DIGNITARIES IN CALLING ATTENTION TO THESE OUTSTANDING EMPLOYEES; THEREFORE BE IT

RESOLVED, THAT THE MASSACHUSETTS HOUSE OF REPRESENTATIVES HEREBY COMMENDS ALL STATE EMPLOYEES FOR THEIR DEDICATION AND COMMITMENT TO PUBLIC SERVICE ON THE OCCASION OF "PERFORMANCE RECOGNITION DAY", SEPTEMBER 27, 2000; AND BE IT FURTHER

RESOLVED, THAT A COPY OF THESE RESOLUTIONS BE FORWARDED BY THE CLERK OF THE HOUSE OF REPRESENTATIVES TO THE RECIPIENTS OF THE MANUEL CARBALLO GOVERNOR'S AWARD FOR EXCELLENCE IN PUBLIC SERVICE, THE WINNERS OF THE COMMONWEALTH OF MASSACHUSETTS CITATION FOR OUTSTANDING PERFORMANCE, AND THE RECIPIENTS OF THE EUGENE H. ROONEY, JR., PUBLIC SERVICE AWARD.

HOUSE OF REPRESENTATIVES ADOPTED, JULY 13, 2000.


Thomas M. Finneran
SPEAKER OF THE HOUSE


Steven T. James
CLERK OF THE HOUSE

OFFERED BY:

THOMAS M. FINNERAN
SPEAKER OF THE HOUSE





Governor's Special Achievement Award

The Governor's Special Achievement Award is given to employees who have made a significant impact on the quality of life of the citizens of the Commonwealth. Winners of this award receive an engraved silver Paul Revere bowl.

*Governor
Argeo Paul Cellucci*



*Lieutenant Governor
Jane Swift*

Governor's Special Achievement Award



Technology Enhancement Team

Human Resources Division, Office of the State Comptroller, Information Technology Division, Group Insurance Commission, Fiscal Affairs Division, Supreme Judicial Court, the Board of Higher Education, the Trial Court and the Department of the State Treasurer

Employees in picture: Lynn Andrews, Val V. Asbedian, William W. Bingham, James Box, Jack Caulfield, Vivian Cleary, John Colton, John P. Connor, Niki Conte, Care Corner-Dolloff, Denise Giangregorio, Alexandra F. Dion, Helen Donovan, Mike Duggan, Marianne Fleckner, Bethann Foster, Anne Gioiosa, Kathy Guerette, Richard F. Guerriero, Darrel Harmer, Dennis Horgan, Bob Johnson, Maureen Keating, Elizabeth Kilcoyne, Donna Lee, Barbara MacNeil, Jennifer Magrone, Caroline Manzelli, Michael S. Marchand, Dolores L. Mitchell, Elizabeth A. Moses, Sam Moy, Paul Murphy, Scott Olson, Laurie Pichnarkic, Stephen Polley, Linda Rowe, Peter Scavotto, Paul Short, Kristen Smith, Valerie Socha, Lisa Tamboli, Maria M. Torres, Maggie Trudel, Sonja Tucker, Maureen E. Uva, Patricia Wada, Michael Weld, Vanessa White, David Y. Wong, Shu Hua Wu.

Employees not in picture: Edward Colley, Celeste Didio, Peter Fiore, Katherine Hackner, Bill Hardin, Elaine Homer, Lisa Lee, Barry London, Sarah Murphy, Rachael Mylott-Abraham, Peter Navarro, Victor Ng, Maria O'Brien, Patricia Peterson, Gern Pondelli, Charles Pratt, John Robichaud, Kelley Rolfe, Alfred Russo, Ed Stripinis, Bob Wong.

The Year 2000 witnessed two major accomplishments in the area of technology: the successful enhancement of the Commonwealth's systems to ensure Y2K compliance and the implementation of the Commonwealth's new HR and payroll system: HR/CMS (Human Resources/Compensation Management System).

Led by Val Asbedian of the Information Technology Division, IT professionals from across the state were charged with the task of ensuring Year 2000 readiness for all state agencies. Progress was closely monitored so that potential problems could be addressed as they arose. As a direct result of the Y2K challenge, many outdated or obsolete systems were replaced; therefore, the reliability of information has improved markedly. On the IT end, improvements were made in inventory, infrastructure and architecture, staff experience and expertise, and project methodology. The Y2K effort improved relationships between IT groups, business users and private entities. This cooperative effort is now a model for future IT initiatives.

The second major technological advancement was the successful development and implementation of the new integrated human resources and payroll system (Human Resources/Compensation Management System) for all branches of government, an effort led by Patricia Wada of the Human Resources Division. After many months of planning and development, HR/CMS became a reality in February 2000. The importance of this project to the Commonwealth, for the pres-

ent and the future, is immeasurable. Implementation of HR/CMS has moved the state from reliance on non-integrated legacy systems to a state-of-the-art automated system and has increased efficiency in processing personnel and payroll actions, while reducing overall costs. As part of the conversion from the legacy systems to HR/CMS, a bi-weekly payroll was instituted along with a comprehensive direct deposit program. These key components of the new payroll process are expected to yield over \$1,000,000 in savings annually. On the HR side, the ability to obtain useful workforce information will enable managers to more accurately forecast and plan the work of their departments.

Both of these technological advancements required the staff involved to work early mornings, late evenings, weekends and holidays in order to reach project goals on time and within budget. Leadership, initiative and dedication were required for these two major efforts to succeed. Today, thanks to the dedication and perseverance of the Technology Enhancement Team, the Commonwealth's IT infrastructure is in excellent condition. In fact, Massachusetts has become a model for other states to emulate. These two recent accomplishments bring long-term benefits not only to traditional IT sections and departments, but to all of state government and the people it serves throughout organizations and across many levels of government.

*Governor's Special
Achievement Award*



*Paul A.
Brotherton*



*Timothy P.
Jackson*



*Jeremiah M.
Lucey*

Worcester Cold Storage and Warehouse Company Fire Fighting and Recovery Team

Only a few times in Massachusetts history has a great tragedy as the Worcester Cold Storage and Warehouse Company fire had such an impact on Massachusetts citizens as well as many people across the Nation. The devastating fire, which claimed the lives of Lieutenant Thomas E. Spencer and firefighters Paul A. Brotherton, Timothy P. Jackson, Jeremiah M. Lucey, James F. Lyons and Joseph T. McGuirk, resulted in the longest and largest fire mobilization in the history of the Commonwealth. These six daring and courageous firefighters unselfishly sacrificed their lives in pursuit of saving the lives of others. They exemplified true heroism with their selfless act to respond.

From December 3 through December 11, 1999, members of the Worcester Cold Storage and Warehouse Company Fire Fighting and Recovery team worked together to extinguish the fire and to provide assistance and support to those men and women dedicated to recovering the six fallen heroes. Dozens of agencies, including the Worcester Fire Department, Worcester Police Department, the City of Worcester, Office of the Chief Medical Examiner, Department of Fire Services, Department of Mental Health – Staff of Worcester State Hospital, Central Mass & Southeast Area, Executive Office of Public Safety, Department of State Police, Massachusetts Emergency Management Agency, Mass Highway Department, Massachusetts Turnpike Authority, Department of Correction, Massachusetts Corps of Fire Chaplains, Worcester Firefighters, Local 1009, Fire Chiefs Association of MA and Professional Firefighters of MA, were among those that made up this dedicated and selfless team.

Members of the team cooperated with more than 200 fire departments, 25 task forces, 227 engine companies, 56 specialty units, 1,838 chiefs, officers and firefighters, and countless volunteers who participated in this effort. They worked relentlessly; some maintained a 24-hour presence at the incident scene. Supports and staging equipment were erected and emergency lighting were provided to assist in the round-the-clock effort. The team built temporary shelters for the families of the fallen firefighters, initiated the incident support unit, and established regional critical stress teams.

A Compassion Center was set up to provide comfort care, counseling and emotional support to surviving spouses, children, and other relatives of the deceased firefighters, as well as to the many first response personnel who came from around the state and country to work at the recovery scene.

For over a week, team members were exposed to the devastating visual and physical impact of the incident. They worked under adverse conditions, providing services during the inclement weather. They were altruistic and sacrificed themselves to serve their community without expectation of monetary compensation or recognition. The team members provided the essential services necessary for the mobilization and performed their jobs tirelessly and without recognition.



James F.
Lyons

*These six daring and courageous
firefighters unselfishly sacrificed
their lives in pursuit of saving
the lives of others.*

*They exemplified true heroism with
their selfless act to respond.*



Joseph T.
McGuirk

The exceptional dedication to their professions and commitment to helping others in a time of crisis were clearly evident in the provision of support given to the victims and survivors of the fatal fire. The team members are heroes for many reasons. The work they do daily is reason enough, but to regularly provide extraordinary services to the community without seeking any recognition speaks to the character and leadership of every member of the team. For the team members who lost their lives in pursuit of saving others, we acknowledge their acts of bravery, courage and loyalty to their fellow citizens. The Worcester blaze will stand out in Massachusetts history, not only for the loss of the six firefighters, but also because of the immense cooperative effort that took place during the entire mobilization put forth by the Worcester Cold Storage and Warehouse Company Fire Fighting and Recovery Team.



Thomas E.
Spencer

*Eugene H. Rooney, Jr.
Public Service Award*



*Gene was a true idealist,
one who believed in
the value of each and
every individual, he
demonstrated a passion
for public service and
sincere affection and
respect for those with
whom and for whom
he worked.*

Eugene H. Rooney, Jr.

During his twenty-one years of public service, Gene Rooney felt that the most important investment that could be made was an investment in human resources. In this regard, Gene was a true idealist, one who believed in the value of each and every individual. Gene demonstrated a passion for public service and sincere affection and respect for those with whom and for whom he worked.

Gene was a creative thinker and an inspiring leader who worked enthusiastically to build an environment that fostered learning and development opportunities for thousands of state and municipal government employees. Gene had the special ability to focus on the big mission of government, while keeping in mind the small things in a situation - the humor, the irony and the importance of the personal touch.

Reformer, innovator, mentor and friend - Gene Rooney left a legacy of enlightenment and caring that serves as a beacon for us all. Although he was taken from our midst at too young an age, Gene's spirit and ideals drive us on to excel in developing the human resources on which the future relies.

The Massachusetts Legislature established the Eugene H. Rooney, Jr. Public Service Award to recognize employees who have demonstrated creativity and innovation in the area of human resource development and training. Each award winner will receive a \$500 cash award, a plaque and an individually engraved marble pen set.

*Eugene H. Rooney, Jr.
Public Service Award*



Lee is known for tackling problems and coming up with creative solutions. Innovation is the nature of organizational development and it is the basis for Lee's work. Lee Fitzgerald takes every opportunity to develop and improve learning opportunities for all DMA employees. In doing so, she honors and emulates the legacy of Gene Rooney.

Lee Fitzgerald

Director of Organizational Development
Division of Medical Assistance

With over 20 years of state service, Lee Fitzgerald has accumulated a wealth of knowledge that she draws on when searching for new and innovative ways to improve the effectiveness of her agency. Since 1997, Lee has been the Director of Organizational Development at the Division of Medical Assistance. She is the driving force behind many of the agency's training and development initiatives, which include annual training symposiums, development of workplace principles, performance management focus groups, employee recognition programs, community-giving events, and quarterly newsletters.

For the past two years, Lee led approximately 70 employees on 6 different symposium committees in the successful delivery of a full day of off-site training, recognition and networking for over 250 DMA employees statewide. Built on DMA's workplace principles, the annual symposium combines internal and external expertise to bring employees together to share agency challenges, initiatives and successes. Additionally, Lee has designed and promoted a series of Career Development Workshops to assist employees in their career paths.

Under Lee's management, the organizational development team produces two quarterly newsletters: the MassHealth Newsletter and the HR Reporter, and coordinates the DMA's "CommWorks," a community-giving program. Lee was also instrumental in the development and implementation of the Commissioner's Recognition Award Program, which recognizes superior performance by DMA employees.

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*Eugene H. Rooney, Jr.
Public Service Award*



Gerry's overall level of effort in both professional development and direct interaction with the town employees has contributed to the overall advancement of municipal collective bargaining since first instituted three decades ago. Gerard Hayes possesses the same qualities of professionalism, integrity and dedication to serving the public that made Gene Rooney such a well-respected person.

Gerard Hayes

Personnel Director
Town of Brookline

Gerard Hayes, Personnel Director for the Town of Brookline, has been a dedicated public administrator for more than thirty years. During that time, Gerry has successfully met many difficult challenges in the personnel and labor relations areas. Not only has Gerry led Brookline's Personnel Department with the highest standards, he has also guided many other municipal administrators to become effective leaders.

Gerry's creativity and leadership ability are showcased in his role as a Management Vice Chair for the State's Joint Labor Management Committee (JLMC) and his work on the Labor Policy Committee of the Massachusetts Municipal Association (MMA).

At the JLMC, Gerry has personally assisted in the resolution of hundreds of police and fire labor contracts. He has worked to settle disputes over collective bargaining agreements both in mediation and arbitration. As member of the Labor Policy Committee for the MMA, he has tackled issues surrounding civil service and retirement system reform, public safety disability, and collective bargaining legislation. Municipal leaders from across the state look to Gerard for advice and direction in many of these personnel matters. Currently, Gerry serves as a member of the Special Legislative Commission studying the feasibility of binding arbitration for Municipal Police officers and Fire Fighters.

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*Eugene H. Rooney, Jr.
Public Service Award*



Kevin's passion for employee development and training is exceptional and well-deserving of recognition. His philosophy of investing in his employees through the provision of countless training opportunities and programs truly embodies the spirit of Eugene Rooney.

Kevin Paicos

Town Administrator
Town of Easton

Kevin Paicos has been a genuine innovator throughout his thirteen year tenure as the Town Administrator for Easton. Kevin is responsible for the entire operation of Easton's municipal government and is the designated Town Personnel Administrator for 180 full-time employees.

As the Chief Operating and Financial Officer for the Easton community, Kevin has excelled as a leader. He has developed strong ties with the various elected and appointed committees within the town, forging solid working relationships between the different entities. His positive attitude and caring nature have earned him a reputation for fairness and understanding. In the human resources management area, Kevin is a true leader who knows how to motivate staff through positive feedback and recognition. He has made it a habit to encourage individuals to excel in their work and has been insistent on making training opportunities available to all employees, allowing them to move up to higher level positions.

Kevin has formed numerous committees to improve town operations, the most noteworthy being the Executive Loss Control Committee. This committee is responsible for overseeing the safety concerns of the town and has been the foundation for a Human Resource Development and Training Network that has made a positive impact on every employee. Through the establishment of this committee, the town of Easton has saved thousands of dollars in workers' compensation insurance and lost productivity of injured employees.

For eight continuous years, as a result of Kevin's effective management, the town of Easton has been honored with the Massachusetts Interlocal Insurance Leadership Award, the highest award given by the Massachusetts Municipal Association. The town has also received recognition for special achievement through the Kenneth Pichard Certificate of Achievement Award. Kevin's passion for employee development and training is exceptional and well-deserving of recognition. His philosophy of investing in his employees through the provision of countless training opportunities and programs truly embodies the spirit of Eugene Rooney.

*Eugene H. Rooney, Jr.
Public Service Award
Nominees*



Special notice should be given to all those nominated for the Eugene H. Rooney, Jr. Public Service Award, and we offer our sincere congratulations for their achievements in the area of human resource development and training:

John Brown
Disabled Persons Protection Commission

Alice Crotty
Division of Industrial Accidents

Kate Fitzpatrick
Town of Needham

Anna Marie Gazda
Division of Employment and Training

Shawn T. Givhan
Department of State Police

Philip LeBlanc
Massachusetts Rehabilitation Commission

Karen Marie Manning
Department of Mental Retardation

Reynaldo Rodriguez
Worcester State College

Patricia Sadwin
Department of Correction

STAR 2000 PMT
Operational Services Division, Department of Environmental Protection, City of Woburn

The Commonwealth Citation for Outstanding Performance



Giving recognition for outstanding employee performance is a way that the Commonwealth can take the time to say thank you to its employees. The Commonwealth Citation for Outstanding Performance is given to Executive Branch employees who have demonstrated exemplary work performance.

Nominations of an individual or group are made by supervisors, peers, professional colleagues, or others familiar with the work performed. Each agency's Selection Committee reviews the nominations and final selections are approved by the Agency Head. The number of awards allotted to each agency is based on the total number of employees in that agency.

Each recipient receives an individually engraved marble pen set, (or a plaque if a group award), a Commonwealth Citation for Outstanding Performance signed by the Governor and the Agency Head.

*The Commonwealth Citation
for Outstanding Performance*

**ADMINISTRATION & FINANCE
& INDEPENDENT AGENCIES**

Bureau of State Office Buildings

Robert Brimer
Joanne DeGregorio
Tammy DelTorto

Central Business Office

Human Resource Group

Civil Service Commission

Brenda A. DiCesare

Department of Revenue

Bay State BIZ.com Launch Team
Electronic FEFT Team
Electronic Funds Transfer Group
Michael Gallagher
Launching the State Case Registry
Iris T. Lee
Pay to Play Implementation Team
Audrey Rushton
Satisfaction Survey Team
Screening & Tracking Team
Tax Education Group
Technical Assistance Unit/Division
of Local Services
The Human Resources Bureau HR/CMS
Implementation Team

Disabled Persons Protection Commission

Kathleen A. Bodrero

Division of Capital Asset Management

Tom H. Lewis
John M. O'Donnell
Gilles Quintal

**Executive Office for
Administration and Finance**

Harry M. Grossman
Freddie D. Kay

Fiscal Affairs Division

Policy Research Project on Homelessness

Franklin County Sheriff's Office

Jason B. Kilgour
Howard H. Sheperd, Sr.
Jeffrey C. Wallace

Group Insurance Commission

Winnie M. Yee

Human Resources Division

Jean Comparetti
Elaine Curtis
Kathleen Folan
HR/CMS Project Staff
Richard Veverka
Andre White

Information Technology Division

Val Asbedian
Donna Smith
Y2K Team

**Massachusetts Board of
Library Commissioners**

William J. Morton

**Massachusetts Commission
Against Discrimination**

Abigail Soto-Colon

Massachusetts Office on Disability

Michael Dumont

Office of the State Comptroller

Nancy Braymiller
Wing Chan
Jim Guan
Richard Nevins
Office of the Comptroller's Internal
and External Payroll Staff
Michael Weld

Operational Services Division

Nancy Burke
Star 2000 PMT
Transportation PMT

*The Commonwealth Citation
for Outstanding Performance*

State Library of Massachusetts

Bette Siegel

COMMUNITIES & DEVELOPMENT

**Department of Housing and
Community Development**

Phillip DeMartino

Paul McPartland

Rental Assistance Waiting List Innovations Team

**CONSUMER AFFAIRS &
BUSINESS REGULATION**

Alcoholic Beverages Control Commission

Maurice A. Delvendo

Board of Registration in Medicine

James Barrett

Zoraida Montes

**Department of Telecommunications
and Energy**

Cathleen M. Carpino

Virgil G. Glenn

Kathryn M. Sedor

Division of Banks

Stefan Granholm

Clayton Hunt

Y2K Examination Coordinators

Division of Energy Resources

Joanne McBrien

Division of Insurance

Alice C. Garner

Donald Johnson

Robert McLaughlin

Division of Registration

Susan D. Dolabany

Michael R. Kass

Kenneth M. Peterson

Division of Standards

David Niemczura

Office of Consumer Affairs

and Business Regulation

Thomas Diganvittorio

State Racing Commission

David Ernst

Joseph H. Van Deventer

EDUCATION

Board of Higher Education

Board of Higher Education HR/CMS

Implementation Team

Christina Penta

Bridgewater State College

Rita Camara

Sylvia Keyes

John Kilbourne

Joseph Mantia

Janice Murphy

Arthur Slotnick

Bristol Community College

Financial Aid Office Staff

Carol Ginsberg

Cynthia Johnson

Bunker Hill Community College

Marite Buynevich

Anne Minton

M. Lorraine Trethewey

Department of Education

Charles Curry

Janice A. Feinberg

Paula Girouard

*The Commonwealth Citation
for Outstanding Performance*

Kathleen "Katie" Millett
Susan Whelte

Framingham State College

Arnold Good, Ph.D.
Andrea E. Pickles
Manuel A. Texeira

Massachusetts Maritime Academy

William E. Haynes
Christopher F. Ryan
Janet P. Zavrid

Massasoit Community College

Juanita Brunelle
Nancy Sullivan

Middlesex Community College

Patricia Ducey
Caryl Dundorf
James Haney

Northern Essex Community College

Mark R. Cloutier
Paula Strangie
Gail W. Stuart

North Shore Community College

HR/CMS Implementation Team
Michael LeClerc
Peter Regan

Quinsigamond Community College

Joyce A. Cooney
Carmen A. Sanchez
Jane C. Shea
Eileen M. Wright

University of Massachusetts Lowell

Donn A. Clark
Sandra L. Dubuc
Cherrie Dumais
Tammy Millette
Dale D. Pevey
Judith N. Zanni

**University of Massachusetts
Medical School**

Joseph Baum
Rachel Cooney
Ayline Duquette
Joanne Iuliano
Jacqueline Jolie
Jean Landry
Gladys McRell
Kevin McShane
Joanne Mockler
Revenue Management Team
Janice Sohigian
Guiseppina Solitro
Sharon Vingeant

Worcester State College

Mary Serrano
Gerald Sorge
Judith St. Amand

ELDER AFFAIRS

Executive Office of Elder Affairs

Mary Kay Browne
Juliana Lee
Annette V. Peele

ENVIRONMENTAL AFFAIRS

**Department of Environmental
Management**

Forest & Park Crew, D.A.R. State Forest
Peter R. Hoffman
Marcia L. Marchello
Barbara Moran
John J. Nove
Jerome D. Ross
Donald Serrenho

Department of Environmental Protection

Deirdre Cabral
Marybeth Costello

*The Commonwealth Citation
for Outstanding Performance*

SERO Stoughton Team
Deneen Simpson
The Clean State Program
TMDL Workgroup

Department of Fisheries, Wildlife, and Environmental Law Enforcement

James P. Cullen
Robert M. Greco
Yunus K. Khalifa
Marion E. Larson
Terence P. O'Neil
Kenneth R. Simmons

Department of Food and Agriculture

Steven Kenyon
Lydia Mazzarella
Michael McClean

Executive Office of Environmental Affairs

Denise Cavalieri
Sonia Hamel
David Mahr

Metropolitan District Commission

Patricia Austin
Maria Bourque
Scott Campbell
Patrick Flynn
Catherine Forsyth
John Scannell & Gull
 Harassment Program Staff
David Small
Special Events Unit
William Stokinger
John Strazzullo

HEALTH & HUMAN SERVICES

Department of Mental Health

John E. Arruda
Assaulted Staff Action Program Team Leaders
Kevin Doherty
Gail Haggerty
Intensive Stabilization Treatment Program

Ruth L. Kingston
Vishakha I. Mehta
Candice L. Page
Ekaterini Poulakos
Teresa J. Reynolds
Staff of Worcester State Hospital,
 Central Mass & Southeast Area
The Housekeeping and Maintenance
 Staff of Pocasset Mental Center
Peter Thomas
Jose F. Tosado
Norma J. Yeary

Department of Mental Retardation

David A. Perry & Laura O'Connell &
 Cynthia DiGiacomo
DMR-HR/CMS Team
Debra P. Foti
Marianne M. Fritsch
Greene Program Pre-Vocational Group
Patricia L. Moriarty & Helen E. Rzeznik
William C. Johnson
Catherine McDonald
Rita Menice
Carol S. Phipps
Patricia A. Plaster
Janet Pouliot
Michael P. Richards
Scott M. Ryan, Sr.
Peter J. Trayers
Jeffrey M. Weigold
Wendy A. Wodarski

Department of Public Health

Assessment of Patients Team –
 Massachusetts Hospital School
Arnold Bilansky
Ellen Coleman
Natalie Cramer
Gary Larareo
John Lobudek
Tracy Miller
Joyce Power
Tom Prendergast
SERHO Administrative Support Services Team

*The Commonwealth Citation
for Outstanding Performance*

Emile Tabea
Women, Infants, and Children –
Immunization Team

Department of Social Services

Maria Bonano
Federico Brid
Dianne Curran
Diana Mendez De Garand
Ninozka Delacruz
Karen Eldredge
Navy Kes
Phoan Kim
Ongoing Supervisors Lowell Area Office
Marcia Graves Roddy
Statewide Emergency Response Workers
Angela Jordan and Thomas Birch

Department of Transitional Assistance

Joseph E. Casey
Lucy F. Delgado
Kathleen M. Feeney
Cheryl L. Fredette
Karen MacKinnon Greene
Internet Web Team
Janice D. Lazarus
Victor Roy
Mary A. Walsh

Department of Youth Services

Dayna Penny and Donna Zades
Food Service Staff/Metro Area
Cynthia Maniscalco
Andrew Marshall
Linda Kelly and Pelletier Center Staff
Dana Randall

**Division of Health Care Finance
and Policy**

Rose Campbell
Robert Doyle
Patricia McCusker

Division of Medical Assistance

Duncan MacEachern
Lisa McDowell
Pharmacy Program Plus Implementation Team
Revenue Management Team
Revere Intake Unit
Tax Training Collaboration

**Executive Office of Health and
Human Services**

Peter S. Bates

Massachusetts Commission for the Blind

Abigail Fargas
Margaret Flanary
David Jansen

**Massachusetts Commission for the Deaf
and Hard of Hearing**

Matthew Gilberston
Carolyn Rossick
Jane Sokol Shulman

**Massachusetts Rehabilitation
Commission**

Michael Banville
Carrie Doherty
Kay Johnson
Joy McMahon
Protective Services Team, Western MA
Debra Tart

Office of Child Care Services

Kelly Buckley
Contract Payment Group
Group Day Care Supervisors
Patrick Lynch

Soldiers' Home in Chelsea

Dr. Amit Anand
Business Office
Delmy Fiorentino
Manoucheca Louis
Diana Ross
Thomas Wooten

The Commonwealth Citation for Outstanding Performance

Soldiers' Home in Holyoke

Michelle Beaudry
HR/CMS Transition Team
James Vermette

LABOR & WORKFORCE DEVELOPMENT

Department of Labor and Workforce Development

Salvatore M. Insogna
Kimberly K. McLaughlin
Patricia E. Sutliff

Division of Employment and Training

Marilyn A. Boyle
Joan I. Branton
Anna M. Gazda
Victor F. Goguen
Walter Goldstein
Catherine L. Gutierrez
Lucent Virtual Call Center Team
Richard A. Smith
Leo G. Sylvestre

Division of Industrial Accidents

Alice Crotty
Mark Drury
Ann M. Helgran

PUBLIC SAFETY

Committee on Criminal Justice

Brenda Barton
Shannon Legere

Criminal History Systems Board

Camy Jean-Mary

Department of Correction

Juan Alvarez

Kathleen Bairos
Neil Grayden
Inner Perimeter Security Team
Terrence Kingman
Carol Mici
Colleen O'Brien-Rosales
Jeffrey Quick
Magretta Rau
Paul Russell
Patricia Sadwin
SECC – Property Department
Operation Night Flight
Sex Offender Unit – CCU
Michael Sheehan
Treatment Center Staff

Department of Fire Services

Sheri Auclaire
Thomas P. Leonard
Recruit Student Training Capability Project

Department of Public Safety

Guy Licciardi

Department of State Police

Captain Donald Baima
Luis Bauer
Jennifer Benanti
Shawn T. Givhan
Barbara Harrington
Human Resources Department
John Molloy
Ombuds Unit
Shelburne Falls Regional Dispatch Center
Christine Swanson
Fabian Trudeau
Rhonda Wallace

Executive Office of Public Safety

Kerrie Devlin, Caterina Castro and
Christine Hastie
Stephen D. Coan

*The Commonwealth Citation
for Outstanding Performance*

**Massachusetts Criminal Justice
Training Council**

Kris Gottlander

**Massachusetts Emergency
Management Agency**

Barbara J. Legatowicz
Kevin T. Tully
John G. Williams

Massachusetts Parole Board

Joseph C. Balbo
Debbie L. Morrow
Elsie Perez
Maria M. Rodriguez

Merit Rating Board

Marcy C. Bertolino

Military Division

Dorothy J. Howell
Dean K. Lapointe
Michael S. Ryman

Office of the Chief Medical Examiner

Dr. Richard Evans

Registry of Motor Vehicles

Maria Conlon
Walter Geary
Steve McCollem
Kathleen Munson
Peter Pretorius
Louis Tiberii

**TRANSPORTATION AND
CONSTRUCTION**

**Executive Office of Transportation
and Construction**

Gilda Bova

Massachusetts Aeronautics Commission

Richard Doucette

**Massachusetts Bay Transportation
Authority**

Peter G. Bertozzi
Blue Line-Orient Heights Car House
Carl Cederquist
Joseph F. Coleman
Richard R. DeStefano
Roger Ford
Marketing and ITD Website Team
Richard A. Marks
Ralph Schlueter
Portia E. Scott
SMI/Track Department
Peter N. Swan
Water Transportation Services Unit
Matthew T. Wilson
Peter G. Wilson

Massachusetts Highway Department

Accident Recovery Program
John A. Blundo
M. Desmond Burke
Christine E. Carrigan
Peter S. Collette
Michael P. Lenihan
Thomas J. Loughlin
Theresa Medeiros
Robert W. Norcross
Alba Padilla
Luisa M. Paiewonsky
Payroll Section

Massachusetts Port Authority

Rosemary A. Reed and Christine Hardy
Betsy Taylor and David Y. Bannard
Leonor M. Filipe and Jeffrey Jordan
Flavio Leo
Website Development Team

Massachusetts Turnpike Authority

Gary Anderson
CA/T Project Environmental Group
Russell Chamberland
Joyce Dovinos
The Environmental Compliance Group
Mary-Joe Perry
William Tuttle

The Commonwealth Citation for Outstanding Performance

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Michelle Beaudry
HR/CMS Transition Team
James Vermette

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Barbara Harrington
Human Resources Department
John Molloy
Ombuds Unit
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Christine Swanson
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Office of the Chief Medical Examiner

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Robert W. Norcross
Alba Padilla
Luisa M. Paiewonsky
Payroll Section

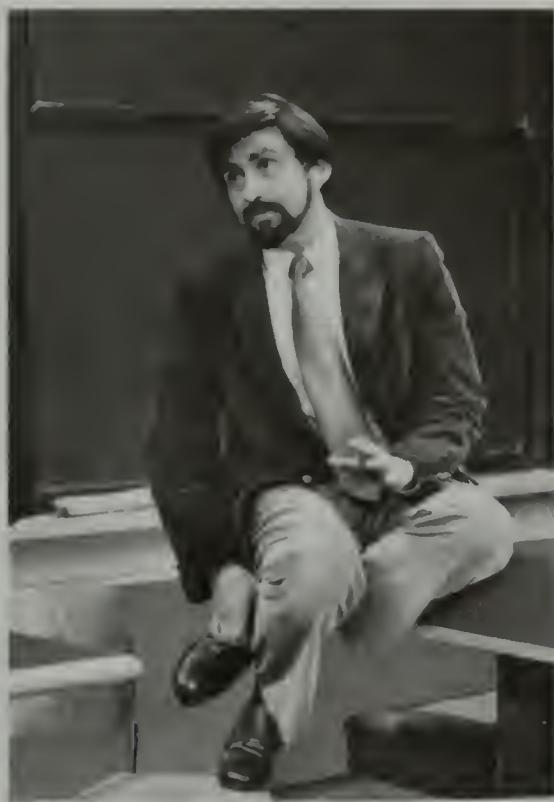
Massachusetts Port Authority

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Flavio Leo
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Massachusetts Turnpike Authority

Gary Anderson
CA/T Project Environmental Group
Russell Chamberland
Joyce Dovinos
The Environmental Compliance Group
Mary-Joe Perry
William Tuttle

*Manuel Carballo Governor's Award
for Excellence in Public Service*



"Our fellow citizens have charged us with caring for the people we serve and to pursue excellence in that care.

We are often the last expression of community, the last link to the commonwealth of care that Massachusetts citizens provide. You are doing much more than just a job .. and I am happy to join you in it."

Manuel Carballo

Manuel Carballo

Secretary, Executive Office of Health and Human Services

1983-1984

The Commonwealth's highest honor for Executive Department employees is the Manuel Carballo Governor's Award for Excellence in Public Service. The purpose of this award is to recognize and honor state employees who personify excellence in public service.

Nine individuals and one group have been selected to receive this award. These recipients have demonstrated exemplary leadership, creativity and innovation, and their efforts have resulted in significant improvements in productivity and savings in their agencies.

Selections are made based on nominations received from state agencies. A special Selection Committee reviews the nominations and makes recommendations to the Governor. The Committee is composed of the Speaker of the House of Representatives, the President of the Senate, and various appointees chosen by the Governor from business, labor, community groups, academia, and the media.

As Secretary of the Executive Office of Health and Human Services, Manuel Carballo oversaw fourteen state agencies. Manny's dedication and commitment to disabled individuals, the elderly, children, families in crisis and the poor is remembered tonight through the seventeenth annual presentation of the Manuel Carballo Governor's Award for Excellence in Public Service.

Each winner of the Manuel Carballo Award receives a \$1,000 cash award, a personalized plaque, and an award citation signed and presented by the Governor at this evening's awards dinner.

*Manuel Carballo Governor's Award
for Excellence in Public Service*



As founder of the Assistive Technology Program, Professor Clark has provided an opportunity for students to make a difference in the lives of individuals with disabilities through the development of adaptive equipment.

Donn A. Clark

Professor of Electrical and Computer Engineering
University of Massachusetts Lowell

For nearly 36 years, Professor Donn Clark has been a tremendous asset to the University of Massachusetts in Lowell. Since 1964, he has channeled his talents as a professor in the University's Department of Electrical Engineering.

As founder of the Assistive Technology Program, Professor Clark has provided an opportunity for students to make a difference in the lives of individuals with disabilities through the development of adaptive equipment. The Assistive Technology Program was first offered to students more than 10 years ago. Under Professor Clark's direction, a student or team of students works with a "client" to develop hardware and software that is tailored to the individual client's needs.

Since its creation, more than 200 disabled individuals have benefited from this innovative program. At least 60 students have carried out assistive technology projects and in many instances, have continued their relationships with clients even after graduating from the university. Some of the products developed in conjunction with this program include a voice-activated wheel chair, customized stereos and electronic devices, and adaptive pinball machines.

Through his leadership and dedication, Professor Clark has developed and maintained this program throughout its existence. Recognizing the needs of the community, Professor Clark has sought and received outside funding in order to expand his program. The program continues to grow and has been recognized at the local, state and national levels. Most recently, the Assistive Technology Program has been selected for the Daily Points of Light Award, which honors an individual or program that makes a positive and lasting difference in the lives of others. Professor Clark's tremendous efforts and dedication to this special program are applauded as he is presented with the Commonwealth's highest honor for Executive Department employees, the Manuel Carballo Award.

*Manuel Carballo Governor's Award
for Excellence in Public Service*



Michael Dumont continuously demonstrates his dedication to the agency and has taken on numerous responsibilities beyond his primary position. He has often worked above and beyond his normal work day to tend to business that may have been put aside while assisting a co-worker.

Michael Dumont

Business Management Specialist
Massachusetts Office on Disability

In 1987, Michael Dumont came to the Massachusetts Office on Disability as an intern in the Master's in Public Administration Program at Suffolk University. He so impressed the staff that he soon became an integral part of the agency. In 1992, he assumed his current role of Business Management Specialist for the agency. Michael's role has expanded to include numerous other responsibilities, including Human Resources, Budget, Information Technology, Affirmative Action, Sexual Harassment, Extended Illness Leave, and Y2K coordination.

Michael Dumont's cooperative spirit pervades the agency. The Massachusetts Office on Disability is a small agency consisting of 14 full-time staff. Seventy percent (70%) of the staff are people with disabilities needing small accommodations in various functions of their jobs. Mike is always there to advise and encourage each and every staff member. He is adept at settling personnel disputes and advocates for individual staff members to ensure fairness when decisions regarding job performance are made.

Mike uses his multi-faceted position to support the agency's core mission. He has been very creative in finding cost-effective ways to get things accomplished and has found alternative methods for training staff on new computer programs and printing essential materials. He ensures that every staff member has what is needed to get the job done and works with employees to assure their needs are properly addressed. In one instance, Michael persuaded an unconvinced staff member to participate in the sick-leave bank. This person is now out of work with a disability-related condition and acknowledges that without Michael's encouragement he would not have been able to meet his financial obligations.

Michael Dumont continuously demonstrates his dedication to the agency and has taken on numerous responsibilities beyond his primary position. He has often worked above and beyond his normal work day to tend to business that may have been put aside while assisting a co-worker. His commitment to the agency and to the people it serves exemplifies the spirit of the Manuel Carballo.

*Manuel Carballo Governor's Award
for Excellence in Public Service*



Through the creation of two new Recruit Training Troop Selection Processes and the development of several Practical Skills Assessment Tests, Shawn has been able to improve hiring processes for both civilian and uniformed branches, while achieving the department's goals of hiring the best and brightest candidates.

Shawn T. Givhan

Training and Development Manager
Department of State Police

In May 1998, the Training and Development function at the Massachusetts State Police department was established as a separate unit. Through this reorganization, management envisioned a unit dedicated to encouraging personal and professional growth for individual employees in order to promote greater job satisfaction, and ultimately enhance job performance. As Training and Development Manager, Shawn Givhan spearheaded the challenge by providing strong oversight of the statewide training programs and the identification of outsourced training opportunities for department members. Her proactive outreach and careful troubleshooting have resulted in widespread participation in training programs.

Shawn has been instrumental in the development of several new training initiatives. Among them are the New Hire Orientation Program, designed to educate new employees on the inner workings of the department and the Administrative Support Guide and Style Book, developed to provide uniformity and consistency throughout the department in various administrative functions, and the Career Ladders Program.

The Career Ladders Program, developed by Shawn, is an employee development program designed for employees wishing to further their careers. The program outlines the necessary training and required skill sets that employees must possess in order to progress or transfer into a different job series. Established to encourage employees to reach their fullest potential, the program has resulted in greater job satisfaction, increased compensation, higher employee morale and the retention of good employees. The program has sparked the interest of the Human Resources Division's Training Unit and is viewed as a potential model for use by other state agencies.

Through the creation of two new Recruit Training Troop Selection Processes and the development of several Practical Skills Assessment Tests, Shawn has been able to improve hiring processes for both civilian and uniformed branches, while achieving the department's goals of hiring the best and brightest candidates. Shawn's excellence in leadership is evidenced by the range and scope of initiatives she has introduced. Her diligence and steadfast work warrant the recognition that is bestowed upon the winners of the Carballo Award.

*Manuel Carballo Governor's Award
for Excellence in Public Service*



Iris Lee's most significant accomplishment has been her ability to maintain a level of production consistent with that of prior years, despite the loss of a large number of her staff to other Divisions in DOR.

Iris T. Lee

Chief, Bureau of Desk Audit
Department of Revenue

Iris Lee's superior administrative skills and leadership qualities have enabled the Department of Revenue's Bureau of Desk Audit to handle numerous responsibilities in a manner which combines fair and firm taxation with prompt, courteous and compassionate service. Iris' career with the Department of Revenue began in 1980 as a Tax Examiner in the Compliance Bureau. In 1987, in recognition of her leadership qualities, Iris was promoted to supervisor of the Corporate Desk Audit Group. Her hard work and dedication were again rewarded through her subsequent promotions to Audit Manager in the Desk Examination Unit in 1989 and to Director of the Tax Compliance Unit in 1997.

Presently, Iris is the Chief of the Bureau of Desk Audit. As Chief, she oversees the operation and activities of employees engaged in audits of personal income, estate, cigarette excise, alcoholic beverages and special fuel taxes. She is responsible for the development and implementation of the Bureau's business plan and for various other projects.

Iris Lee's most significant accomplishment has been her ability to maintain a level of productivity consistent with that of prior years, despite the loss of a large number of her staff to other Divisions in DOR. By implementing a cross-training program, Iris ensured that all projects were attended to and the work flow continued. Her cross-training program has both expanded the skill level of her staff and enhanced the management flexibility in her bureau, allowing the reassignment of personnel to different areas as needed, with minimal down time. Moreover, learning new functions has proved to be a morale builder for employees who are faced with new challenges.

In the past three years, the Bureau of Desk Audit has seen its' staff reduced by about 50%. Such changes could be expected to bring about feelings of uncertainty and skepticism on the part of staff. However, Iris has been able to keep employee morale high by ensuring that all parties are fairly represented in the decision making process. By keeping staff upbeat and challenged, Iris has been successful in leading the Bureau to achieve \$93 million in assessments over the past three years. We recognize Iris' hard work and dedication by bestowing on her the Manuel Carballo Award.

*Manuel Carballo Governor's Award
for Excellence in Public Service*



Our forests and parks are gifts to be enjoyed by all Massachusetts citizens and guests. Thanks to Marcia Marcello's efforts, adaptive public access has been greatly expanded and enhanced. Her diligence and commitment to her work are rewarded as she is designated one of the Commonwealth's best.

Marcia L. Marchello

Program Coordinator I
Department of Environmental Management

The Department of Environmental Management (DEM) manages over 285,000 acres of land which provide the Commonwealth's citizens with recreational opportunities ranging from hiking, swimming and boating to picnicking and camping. Until recently, these recreational opportunities were limited to just some of our citizens. Through the Universal Access Program, DEM is now able to provide these outdoor opportunities to all visitors, regardless of any physical limitations. It is because of the efforts of Marcia Marchello that DEM's facilities and outdoor recreation sites are now accessible to all citizens, including individuals with mobility, vision, or hearing problems.

Marcy was hired by DEM in 1995 to assist in the implementation of accessible recreational programs. Her role was to promote recreation programmatic access and incorporate the latest adaptive technology and equipment to the Commonwealth's state parks. By making special skis, handcycles, and other state-of-the-art adaptive equipment available, the Universal Access Program has provided a bridge of opportunity for people with disabilities to experience first hand the thrill of outdoor activities.

Marcy diligently acquired knowledge about the techniques, equipment and outreach efforts necessary to provide quality, recreational experiences to each visitor. In order to provide accessible information about the Commonwealth's forests and parks to all potential visitors, Marcy oversaw development of materials in Braille, on tape and in large print. Through her leadership, park staff have become enthusiastic, committed and comfortable providing DEM's newest patrons with full recreational experiences.

Despite the improvements made in universal access, Marcy continues to develop the program further to meet the needs of every potential visitor. Our forests and parks are gifts to be enjoyed by all Massachusetts citizens and guests. Thanks to Marcia Marcello's efforts, public access has been greatly expanded and enhanced. Her diligence and commitment to her work are rewarded as she is designated one of the Commonwealth's best and honored with the Carballo award.

*Manuel Carballo Governor's Award
for Excellence in Public Service*



*Because of her expertise,
Catherine is trusted by
staff, providers, individuals
with mental retardation
and their families.
Through her personal style
of interaction, she has
eased concerns of family
members by achieving
exceptional results in the
service plans she has
developed.*

Catherine McDonald

Program Coordinator III
Department of Mental Retardation

As the Clinical Director for the Metro North Area Office of the Department of Mental Retardation, Catherine McDonald has continually carried out her responsibilities with skill and competence. For the past 13 years, she has performed her daily activities in the best tradition of Manuel Carballo. She has played a significant role in the lives of people with mental retardation residing in the Metro North area. Catherine has made it her business to go beyond what is required in her job to ensure that each client is guaranteed the best possible outcome.

Catherine is responsible for the coordination of placement planning activities and program development for over 1260 individuals with mental retardation and plays a pivotal role in the provision of services and support to families. She leads the way in her efforts to advocate on behalf of her clients. She is able to make the necessary and hard decisions that come with attempting to meet all needs with finite resources, while never losing sight of the value of the people for whom she is advocating. She is described by co-workers as a woman who leads by example, through hard work, perseverance, and empathy, and one who treats everyone she meets with great respect.

One of Catherine's biggest challenges is to protect the individual's right to remain independent, while ensuring the well being of the individual, as well as other members of society. She has effectively set up a clinical team of psychologists, nurses and social workers to address the needs that may arise. Because of her expertise, Catherine is trusted by staff, providers, individuals with mental retardation and their families. Through her personal style of interaction, she has eased concerns of family members by achieving exceptional results in the service plans she has developed. She is not only successful in her day to day interactions, but also in her approach to the exceptionally difficult situations that often arise.

On the administrative level, Catherine has worked closely with service coordinators to ensure that all requirements for federal reimbursement have been fulfilled. Because of her continual guidance and supervision, the Metro North Area Office has earned over \$9 million in federal reimbursement dollars.

Manuel Carballo's ideal of dedication to state service and commitment to excellence is clearly depicted in Catherine McDonald's actions over the years. She deserves thanks for her many contributions to the Department of Mental Retardation and its clients.

*Manuel Carballo Governor's Award
for Excellence in Public Service*



Jennie Rawski (left) and Prudence Lange

Brought together to achieve one common goal, the members of the Rental Assistance Waiting List Innovations Team are stellar performers.

Characterized as professional, dedicated, and visionary, the team members represent the highest standards of public service.

Jennie Rawski Prudence Lange

Rental Assistance Waiting List Innovations Team
Department of Housing
and Community Development

On March 27, 2000, the Department of Housing and Community Development (DHCD) introduced a comprehensive and sophisticated Internet-based statewide waiting list for the Commonwealth's federally-funded Section 8 Housing Program. Within two weeks of implementation, this system, which began as a prototype three years earlier, accommodated 27,000 low-income households. This new customer-friendly initiative is a product of two bright and determined individuals, Prudence Lange and Jennie Rawski, who made up the Rental Assistance Waiting List Innovations Team.

The team began working together several years ago when a Housing Program Specialist sought the MIS department's advice on how technology could improve and simplify the onerous waiting list process for one of the department's small Section 8 set-aside programs. The challenge was to eliminate the need for prospective applicants to wait in line for hours-on-end in order to secure a spot on the Section 8 Housing Choice Voucher Program.

Once the team developed the prototype model for the set-aside program, there was no stopping them. With a fierce commitment to eliminating the de-humanizing application process for the thousands of customers around the Commonwealth, the team envisioned a statewide waiting list that would be open continuously for interested applicants to apply at any time.

The team also contributed to making policy suggestions with regard to how the system could be helpful not only to the applicants, but to the many DHCD stakeholders. The result was a system that has allowed for a continuous application process; produces a list that can be downloaded on DHCD's website; provides current housing needs data; and generates other essential program information.

Brought together to achieve one common goal, the members of the Rental Assistance Waiting List Innovations Team are stellar performers in their respective bureaus. Characterized as professional, dedicated, and visionary, the team members represent the highest standards of public service. They have successfully implemented an important benefit to the DHCD's stakeholders and applicants. Their efforts are meritorious and truly deserving of this year's Carballo award.

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Howard H. Sheperd, Sr.

Deputy Sheriff/Supervisor of TRIAD Program
Franklin County Sheriff's Office

Despite the large number of senior citizens in Franklin County, as of 1993 there were no organized public safety efforts in place to assist the elderly population in these rural communities. Deputy Sheriff Howard H. Sheperd, Sr., a veteran of the Franklin County Sheriff's Office, had a strong desire to help this under-serviced population. Deputy Sheriff Sheperd knew of a nationally recognized program called "TRIAD." The TRIAD name is represented by a triangle, with the points corresponding to Sheriffs, Police Chiefs and the American Association for Retired Persons working together to improve the quality of life of senior citizens. Through his dedication to this population, Deputy Sheriff Sheperd helped to bring this program to Franklin County.

In support of a TRIAD program, Deputy Sheriff Sheperd visited elderly housing complexes, residences and senior centers to advocate the building of partnerships between the older citizens, the DA's office and the Sheriff, to promote the safety, health and well-being of seniors throughout Franklin County.

In support of a TRIAD program, Deputy Sheriff Sheperd visited elderly housing complexes, residences and senior centers to advocate for the building of partnerships between the older citizens, the DA's office and the Sheriff, to promote the safety, health and well-being of seniors throughout Franklin County. As a result of Deputy Sheriff Sheperd's tireless efforts, the TRIAD program was able to serve 22 towns and 750 elderly households by 1997. Over the past three years, the program has expanded its services to approximately 1200 senior households. These citizens are now benefiting from numerous programs ranging from refresher driving courses and home security programs to home visits and crime prevention seminars.

Under the supervision of Deputy Sheriff Sheperd, the Franklin County TRIAD Program has become a model for future programs in counties nation-wide. It has been ranked as one of the top two programs among 650 existing TRIAD programs nationally. The program has also received national recognition from the "Good Morning America" show. Deputy Sheriff Sheperd's commitment to this program inspires all who work on this effort. As a testament to his dedication, he has been bestowed with commendations from both our Commonwealth's Senate and House of Representatives. This year, in recognition of his personification of excellence in public service, Deputy Sheriff Sheperd is honored as a Carballo Award recipient.

*Manuel Carballo Governor's Award
for Excellence in Public Service*



Abby is an innovator who is constantly seeking improvements in the way government services are provided. During her tenure as head of the Intake Unit, she has demonstrated her talents in implementing new options for complaint resolution, which have resulted in considerable cost savings to the department.

Abigail Soto-Colon

Compliance Officer III
Massachusetts Commission Against Discrimination

As a loyal member of the Massachusetts Commission Against Discrimination's Boston Area Office staff for 17 years, Abigail Soto-Colon has been promoted through the ranks from a clerical position to a professional one. Since January 1999, Abigail has been assigned the responsibility of supervising the Boston office's Intake Unit, which deals with complaints of discrimination. What has made her work extraordinary is her ability to implement new processes for intake, while at the same time recruiting, training and reorganizing a new unit due to the restructuring of the Commission.

In giving complainants an option to go to outside mediation processes, Abby has been faced with the challenge of putting several new alternatives into operation. She has become the point person for the coordination of resolutions through arbitration with the American Arbitration Association, mediation done in cooperation with the Massachusetts Office of Dispute Resolution and the "Truth in Reconciliation Process," by which complaints are resolved through remedial or non-compensatory forms of relief.

In her position, Abigail is faced with complicated operations and has managed to have her unit meet the demands of over 5,000 people filing complaints. As noted by a federal reviewer, Abby's operation is one of the busiest in the country. In order to better manage the large number of complaints being received by the MCAD, Abby set up a new plan. This new schedule allows for claims to be filed Monday through Thursday, and leaves Fridays open for special cases and emergencies. This schedule also allows a day for staff to attend needed meetings and to keep up with data entry of the increasing numbers of mail-in complaints received. As a result, productivity has increased and complaint response time has been improved dramatically.

Abby is an innovator who is constantly seeking improvements in the way government services are provided. During her tenure as head of the Intake Unit, she has demonstrated her talents in implementing new options for complaint resolution, which have resulted in considerable cost savings to the department. Her strong allegiance to her job and the citizens of the Commonwealth qualifies her to receive the Manuel Carballo Award.

*Manuel Carballo Governor's Award
for Excellence in Public Service*



Despite his tremendous workload, Michael has the ability to recognize a need and offers assistance no matter how tedious or minute the task may seem to be. This offer to assist others is a reflection of Michael's true character. He has continuously risen to challenges he is faced with and does so with diligence and enthusiasm.

Michael Weld

Director, Procurement and Payroll Bureau
Office of the State Comptroller

Since 1987, Michael Weld has been instrumental in the implementation of numerous critical projects for the Office of the State Comptroller. As Director for the Procurement and Payroll Bureau, he has become well respected by peers and professional colleagues throughout the Commonwealth, who call upon him for assistance on a daily basis. Michael's knowledge and understanding of the Massachusetts statewide accounting system has been described as "encyclopedic".

Michael has always risen to the challenge of any job with which he has been charged and does so with great diligence and enthusiasm. One of his fundamental premises is to provide his staff with the information that they need to excel in their own personal performance. He strives to communicate the issues to all members of his staff and involve them in the on-going process of research, development and problem-solving.

One extraordinary measure of how his philosophy works in practice was his role in advocating for and implementing electronic deduction initiatives. Due to Michael's efforts, as part of the implementation of the state's new payroll system, deductions for purchases of MBTA passes, child support, employee garnishments and tax shelter annuities now occur through efficient automated and low risk systems. In total this project eliminated risks and inefficiencies associated with mailing, depositing and reissuing over 12,000 checks totaling \$19.3 million on annual basis by replacing manual processes with automated, paperless solutions.

Despite his tremendous workload, Michael has the ability to recognize a need and offers assistance no matter how tedious or minute the task may seem to be. This offer to assist others is a reflection of Michael's true character. He has continuously risen to challenges he is faced with and does so with diligence and enthusiasm. Michael's dedication to his job, his demonstrated leadership and uncompromising ethics and integrity make him deserving of the Carballo Award.



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